Norman/Cleveland County Continuum of Care (OK-504)

Bridging the Gap: Action Steps to End Homelessness

Prepared for the Norman/Cleveland County Continuum of Care - by Homebase

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ACTION PLAN

The following Action Plan was developed after conducting a robust Homelessness Gaps Analysis, distributing and collecting data from a community-wide feedback survey, and convening two community-wide meetings. The Action Plan is intended to provide a roadmap to guide current and future planning by the Norman/Cleveland County Continuum of Care (CoC OK-504) in its efforts to prevent and end homelessness.

GUIDING PRINCIPLES

The following guiding principles should lead the planning efforts in Cleveland County.

HOUSING FIRST

An effective response to homelessness requires additional housing opportunities, first and foremost, and any housing (whether permanent, temporary, or emergency) should embrace the evidence-based practice of Housing First.

The Housing First approach centers on providing people experiencing homelessness with housing as quickly as possible – and then providing services needed to maintain their housing. The premise of Housing First is that housing is a basic human right. The approach treats housing as a tool, rather than a reward, with supportive services offered as needed and on a voluntary basis. In addition to being a proven practice, a Housing First approach is consistent with what most people experiencing homelessness want.

INCLUDE EVERY VOICE

Communication and inclusive collaboration and coordination between and among the CoC, the Cities of Norman, Moore, and Noble, Cleveland County, and individual organizations and stakeholders – including both housed and homeless neighbors – is vital to success.

Working in silos is a natural result of individuals and organizations rising to the challenges faced by their neighbors and their communities. Limited resources, funding streams with varying administrative and reporting requirements, and different operating structures and leadership all contribute to the quilted landscape of housing and service providers in any community. Cleveland County is no exception.

No matter how compassionate and effective individual organizations and agencies are, when it comes to most efficiently using limited resources and best serving the most vulnerable members of any community, coordination is key. The more layered, well-informed, and comprehensive that coordination is, the greater a community's gains. Effective coordination is simply not possible without widespread, thoughtful communication and intentional, generous collaboration.

Collaboration and coordination is also required when it comes to resourcing the responses to homelessness. This plan assumes no one jurisdiction, provider, agency, or stakeholder group will be solely responsible for providing funding or other resources to implement the work. Rather, it is imperative that all stakeholders recognize the importance of investing in the

community's future, and also recognize that the investment will necessarily differ in both type and scope across jurisdictions, agencies, providers, systems, and other stakeholder groups.

PROMOTE A PERSON-CENTERED APPROACH

Promote a person-centered approach that is trauma-informed, empathetic and effective for those at risk of or experiencing homelessness. Creating a system that can provide customized responses to the immensely complicated circumstances that surround homelessness is administratively and financially challenging. But incorporating flexibility that allows for person-centered, individualized housing and services is vital to ensuring improved housing outcomes and overall well-being for individuals, families, and the community as a whole.

GOALS, STRATEGIES, AND ACTION STEPS

The community-wide process identified three overarching goals for the CoC:

	Goal 1: Secure a Housing Future for All Residents of Cleveland County
	Goal 2: Increase Access to Homeless Emergency Response Services
	Goal 3: Mobilize a Countywide Response to Prevent and End Homelessness

Together the three **Goals** address the key challenges and needs identified in the CoC's Homelessness Gaps Analysis. Each goal includes a set of **Strategies** that enable the community to achieve the goal and **Action Steps** that are recommended to move the strategy forward.

In addition, the Action Plan identifies a series of short-term (6 months to 1 year), medium-term (2 to 3 years), and long-term (3 to 5 years) metrics associated with each goal. The metrics, while not exhaustive or prioritized, identify specific and quantifiable ways the community can measure whether and when the goals have been met.

Included in Appendix A is an **Implementation Plan**, which provides more detail and specificity for implementing the strategies, including prioritization of the action steps.

GOAL ONE: SECURE A HOUSING FUTURE FOR ALL RESIDENTS

Cleveland County needs more affordable housing to effectively address homelessness. Access to affordable housing is vital to enable individuals who have become homeless to regain housing. It also provides an essential base for ongoing stability, which in turn prevents future homelessness. Recognizing this need, the City of Norman has budgeted funds for a comprehensive Housing Market Analysis and Affordability Strategy which will address some of these items.

Additionally, there are not enough permanent housing options and related supportive services currently available to meet the need in Cleveland County. Although there are disagreements on many issues, when the community-at-large was asked, more than two out of three respondents strongly or somewhat agreed that they support funding new permanent supportive housing (e.g., long-term housing with supportive services for people with disabling conditions). Additionally, many stakeholders expressed that the community needs to do more outreach to landlords and property owners to help voucher holders succeed, especially those with multiple barriers. The following section further details the actions and strategies to secure a housing future for all residents of Cleveland County.

Goal One addresses the following identified **key priority areas**:

- Develop Policies and Opportunities to Increase the Number of Safe and Affordable Housing Units Available in the Community
- Increase the Number of Landlords Willing to Rent to People with Lived Experience of Homelessness

STRATEGY 1.1: ASSESS AND USE AVAILABLE PUBLIC AND PRIVATE LAND FOR HOUSING

ACTION STEPS:

1.1.a: Conduct a Housing Market Analysis and Affordability Strategy for the County and the Cities of Moore and Noble.

1.1.b: Evaluate the feasibility and next steps for immediate development of rent-controlled apartment buildings, multi-family housing units, and in-law units, as well as non-traditional options such as repurposed motels/hotels and/or Accessory Dwelling Units (ADUs).

1.1.c. Establish a five-year Countywide Housing Development Pipeline that identifies an achievable path to establish new housing for unsheltered populations, people exiting mental and criminal institutions, and other underserved populations.

　　1.1.c.i.　Conduct an inventory of unused, underutilized, and available properties to determine what may be available for additional affordable housing units throughout Cleveland County.

　　1.1.c.ii.　Identify the most suitable sites for rehabilitation or development of affordable permanent housing in Cleveland County.

　　1.1.c.iii.　Initiate planning to aggressively expedite development and offer other incentives specifically for permanent supportive housing (PSH).

1.1.c.iv. Locate or create a development in Oklahoma green zones to provide independent housing for people involved in the criminal legal system.

1.1.d: Prioritize the development of single-room occupancy (SROs) buildings, which provide non-congregate, small furnished single rooms within multi-tenant buildings for residents with low- or minimal income who may be transitioning out of long-term homelessness.

STRATEGY 1.2: PROTECT AND EXPAND AFFORDABLE HOUSING THROUGH LOCAL POLICY

ACTION STEPS:

1.2.a: Adopt policies by municipalities and the County that require set asides for *all* new development, dedicating a certain proportion or number of units within each new development for very low-income (VLI) and extremely low-income (ELI) households.

1.2.b: Revise City and/or County policies to expand and streamline, by-right, a wide variety of resources, services, and housing for people experiencing homelessness.

1.2.c. Develop "Moving On" policies within the Norman Housing Authority (NHA) that prioritize Housing Choice Vouchers for people in permanent supportive housing (PSH) to provide an affordable housing option and short-term services and resources that support program participants during and shortly after their move to a greater level of independence.

1.2.d. Create local policies that incentivize absent landlords to sell or develop properties (e.g., residential vacancy tax or other similar efforts, including county-level approaches).

STRATEGY 1.3: DEVELOP GREATER ACCESS TO AFFORDABLE HOUSING THROUGH A COORDINATED LANDLORD ENGAGEMENT CAMPAIGN

ACTION STEPS:

1.3.a: Establish a county-wide landlord engagement strategy that includes year-round staffing support to educate the general public, recruit landlords, engage in outreach to property managers, and develop materials to explain the advantages for landlords to work with the CoC and local housing programs. Develop specific strategies to connect with landlords who may not live in the city or county.

1.3.b: Address barriers that make it difficult for tenants to obtain affordable housing by creating client portfolios that include letters of support from community members who know the client or by adding information about the client's background and the steps they have taken to improve their housing stability. Provide people help with criminal record expungement, credit repair, and eviction expungement, if needed. Provide opportunities for potential tenants to meet landlords one-on-one to create personal connections.

1.3.c: Establish a landlord risk mitigation fund that provides compensation to landlords to mitigate any damage caused by tenants. Develop a formalized protocol that creates standards for responding to landlords seeking mitigation assistance.

1.3.d: Create financial incentives for landlords renting to voucher holders, including bonuses for new and/or returning landlords.

STRATEGY 1.4: EXPAND HOUSING THROUGH THE COORDINATED ASSISTANCE PROGRAM

ACTION STEPS:

1.4.a: Expand the highly successful coordinated efforts to assist people experiencing homelessness to obtain identification documents and connect them to public benefits by holding community events more frequently than once per quarter. Also establish effective communication and coordination efforts between agencies to strengthen connections and streamline access to documents and benefits.

    1.4.a.i. Strengthen access to resources to support households with criminal and eviction expungement, credit assistance, and document readiness to ensure they can use available housing subsidies.

1.4.b: Create a countywide housing navigator program tasked with meeting in-person with individuals and families experiencing homelessness. Provide trauma-informed care and motivation interviewing training to all housing navigators.

1.4.c: Expand rental assistance programs to cover application fees and assistance with security deposits and move-in costs to help ensure vouchers are utilized equitably.

    1.4.c.i: Increase the availability and amount of flexible funds that support homeless and at-risk households through both one-time and short-term, recurring financial assistance to solve acute housing crises and emergencies

1.4.d. Develop a shared housing program that can increase the housing available to single adults through 2- and 3-bedroom homes for individuals exiting homelessness by coordinating across programs.

1.4.e. Expand intensive case management supports for formerly homeless individuals with high needs who are already housed.

GOAL ONE METRICS: Secure Housing Future for Norman/Cleveland County Residents

Short-Term 6 months to 1 year	Medium-Term 1 to 3 years	Longer-Term 3 to 5 years
Metric 1.1: Public Housing Authorities operating in Cleveland County has implemented a Moving On preference for Housing Choice Vouchers for people in permanent supportive housing no later than January 2023. **Metric 1.2:** Community-wide coordinated efforts to help people become document ready and apply for mainstream benefits are held at least every other month by	**Metric 1.3**: A landlord mitigation fund and/or a landlord incentive program is developed, funded, and providing resources to local landlords by December 2023. **Metric 1.4:** A robust housing navigator program is up and running by January 2023. **Metric 1.5:** Policies enabling Single Room Occupancy units have been proposed and passed and at least one building	**Metric 1.6:** 120 new PSH units with services are purchased, built, and/or rehabilitated and ready for occupancy no later than December 2026.

the end of January 2022 (unless COVID prohibits implementation).	supporting SROs is in place by December 2024.	

GOAL TWO: INCREASE ACCESS TO HOMELESS EMERGENCY RESPONSE SERVICES

With no permanent full-service daytime drop-in centers and reportedly only one completely low-barrier overnight shelter – and relatively few shelter beds of any kind – Cleveland County has a relatively large population of people who live outside full-time. Housing-focused crisis shelters (often known as "emergency shelters") are an important part of a community's response to homelessness. While they help people stay safe from the dangers of living outside, they are also a valuable link to permanent housing, especially for people who have been homeless for an extended period of time and might be reluctant to engage in services. Additionally, investments in outreach, substance use and mental disorder services, housing and related services are needed in the community and addressed in the next section.

Goal Two addresses the following identified **key priority areas**:

- Increase Low-Barrier, Housing-Focused Shelter
- Expand Supportive Services Necessary for People to Sustain Stable Housing
- Improve Transportation to Employment, Services and Shelter

STRATEGY 2.1: INCREASE LOW-BARRIER, HOUSING-FOCUSED SHELTER

ACTION STEPS:

2.1.a: Establish at least one permanent year-round, low-barrier housing-focused shelter with day and night services.

2.1.b: Provide additional support to participants who exit shelters to permanent housing through proactive case management and best practice strategies, such as motivational interviewing, trauma-informed care, and housing-focused case management and planning.

2.1.c: Provide optional wrap-around services and connections to key resources at all overnight and day shelters.

2.1.d: Reduce existing barriers to entry in already existing shelters and other housing programs whenever possible.

> **Shelter** is defined as temporary or interim places for people to stay, which include year-round emergency shelters, winter and warming shelters, navigation centers, and transitional housing. These types of shelter have varying lengths of stay, food options, and support services.

    2.1.d.i: Enact admission policies for all shelters that screen-in rather than screen-out potential participants who face the greatest barriers to housing.

    2.1.d.ii: Enact minimal rules and restrictions that focus on behavioral expectations to help ensure client and staff safety – few rules, not "no rules."

2.1.d.iii: Provide accommodations that welcome partners, pets, and possessions so that people do not face a choice of housing or separation.

2.1.d.iv: Establish flexible access to shelter and services, including extended hours of operation, arrangements for late arrivals, non-restricted mealtimes, and lenient curfew policies.

Low-barrier programs have few preconditions for admission. They don't require people to be sober, have identification, proof of income, etc., They limit the barriers to entry by allowing some flexibility (e.g., partners and pets are allowed, they can store personal belongings, and there is a flexibility of hours whenever possible).

Housing First is a well-accepted, national, evidenced-based best practice that eliminates barriers to housing, ensuring individuals and families can exit homelessness as quickly as possible.

STRATEGY 2.2: EXPAND STREET AND ENCAMPMENT OUTREACH INCLUDING TREATMENT FOR MENTAL HEALTH AND SUBSTANCE USE DISORDERS

ACTION STEPS:

2.2.a: Create a coordinated, county-wide street and encampment outreach team that includes staff from a mix of different disciplines, including street medicine, social work, nursing, behavioral health, and housing navigation.

2.2.b. Purchase and equip a mobile outreach van program that can offer medical, behavioral health, and housing navigation services.

2.2.c: Expand capacity and support of existing outreach teams.

2.2.c.i: Ensure existing outreach teams offer access to housing-focused case management, public benefits, and other critical housing-focused resources.

2.2.c.ii: Ensure street outreach staff are engaged with and participating in Coordinated Entry (CE) and use the Homeless Management Information System (HMIS).

2.2.d: Develop a peer support program as part of an interdisciplinary approach that trains and uses peers with lived experience of homelessness for street outreach and system navigation.

STRATEGY 2.3: EXPAND SUPPORTIVE SERVICES AND HOUSING-FOCUSED CASE MANAGEMENT

ACTION STEPS:

2.3.a: Provide ongoing training and educational opportunities to all community partners and their staff (current and new) on housing-focused approaches and best practices to connect people to housing and services.

2.3.b Ensure staff trained on housing-focused approaches and housing navigation are available night and day at crisis shelters, health centers, and day centers.

2.3.c. Strengthen partnerships and coordination with mainstream agencies such as legal aid, credit repair services, public benefits advocacy and appeals (Medicaid, SNAP, TANF, SSI/SSDI), workforce development, etc.

2.3.d: Evaluate and revise salaries and benefits for case managers to ensure that the CoC can recruit and retain qualified staff.

STRATEGY 2.4: IMPROVE TRANSPORTATION TO EMPLOYMENT, SERVICES, AND SHELTER

ACTION STEPS:

2.4.a: Develop a comprehensive transportation strategy in partnership with local transit authorities that considers the transportation needs of people experiencing homelessness.
2.4.a.i. Provide visible, easily accessible information about transit schedules that does not require a smart phone or access to the internet.
2.4.a.ii Create a program/expand existing programs that provide(s) discounted or free transit passes to people experiencing homelessness.
2.4.a.iii. Set up and identify locations where personal belongings may be stored and where pets and service animals may be cared for while individuals access services and resources.
2.4.b: Work with health care providers to enable transportation to and from medical appointments.
2.4.c: Develop a subsidized ridesharing program or creating a van service for individuals experiencing homelessness/recently housed.

GOAL TWO METRICS: Increase Access to Homeless Emergency Response Services

Short-Term 6 months to 1 year	Medium-Term 1 to 3 years	Longer-Term 3 to 5 years
Metric 2.1: A series of trainings on housing-focused services has been designed and offered to staff from all CoC partners and is in place for bi-annual trainings for current staff and more frequent training for new staff no later than December 2022. **Metric 2.2:** A peer support group of people with lived experience of homelessness is created, funded, trained, and providing support to people experiencing homelessness by December 2022. **Metric 2.3**: Ensure 90% participation in the countywide HMIS, from the city, county, and nonprofit providers who	**Metric 2.4**: A mobile van for street outreach has been funded/purchased, staffed, and on the streets by no later than June 2023. **Metric 2.5**: At least one year-round low-barrier, housing-focused shelter is providing shelter and services no later than June 2023.	**Metric 2.6**: The 2025 PIT count shows 30% fewer unsheltered individuals in Cleveland County compared to the 2019 PIT count.

primarily serve individuals experiencing homelessness by December 2022.		

GOAL THREE: MOBILIZE THE COUNTYWIDE RESPONSE TO PREVENT AND END HOMELESSNESS

Improving the homelessness system response includes efforts in prevention, coordination with other sectors, people with lived experience of homelessness and ensuring decision makers have the data to make informed decisions. Cleveland County can help individuals and families avoid the economic, social, mental, and physical challenges that result from homelessness – often at a much lower cost than it takes to serve people after they lose their housing. Prevention involves adequate cross-sector collaboration, including with schools, the child welfare system, public health/emergency rooms, mental health care facilities, public benefit programs, etc. It also includes increased awareness and attentiveness to housing stability as well as effective transition and/or discharge planning. Additionally, ensuring coordination and communication within the CoC and between the CoC and the broader community In Cleveland County will improve the homeless system response.

Goal Three addresses the following identified key priority areas:

- Expand Coordinated Prevention Assistance
- Improve Communication, Coordination, and Transparency
- Commit to Robust Data Collection and Analysis

STRATEGY 3.1: EXPAND COORDINATED PREVENTION AND DIVERSION ASSISTANCE

ACTION STEPS:

3.1.a: Establish a coordinated homelessness prevention and problem-solving (homelessness diversion) system to help people at high risk of homelessness remain housed.
   3.1.a.i: Provide regular training for all stakeholder partners in problem-solving techniques, motivational interviewing, and include staff from all access and outreach points in training opportunities.
   3.1.a.ii: Identify a cohort of staff who focus on problem-solving with people before they enter the homeless system of care.
   3.1.1.iii: Leverage prevention and diversion programs to allow the system to reserve limited beds in shelter and housing programs for those that need additional support to regain housing.
3.1.b: Review current rental assistance programs' eligibility and protocols and revise policies to ensure that all households eligible for rental assistance receive help.

3.1.c: Establish a monitoring protocol, including a field in HMIS to identify households who fall into homelessness for the first time, and to track impact of interventions.

Flexible funds have increasingly been permitted and encouraged as an allowable expense by federal, state, and County funders. Flexible funds can be used for different purposes. They can pay for costs that will result in an immediate solution of a housing crisis. They can bridge the gap while permanent housing is secured. They can cover household needs that will help people keep in their housing. (
Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing.
Prevention is a strategy intended to target people who are at imminent risk of homelessness (whereas diversion usually targets people as they are initially trying to enter shelter)

STRATEGY 3.2: PROVIDE INFORMATION AND ENGAGEMENT OPPORTUNITIES TO PEOPLE WITH LIVED EXPERIENCE OF HOMELESSNESS

ACTION STEPS:

3.2.a: Establish a lived experience advisory board, comprised of people currently experiencing homelessness or with recent lived experience who can provide feedback to the CoC and be involved in policymaking and allocations processes within the CoC.

3.2.b: Develop resource materials and educational information that can be available online and distributed at the public library, at transportation sites, and other places where people experiencing homelessness or at risk of homelessness can learn more about the variety of organizations and services in the community, including the name, location, and hours of operation for shelters, day services, food, etc.

STRATEGY 3.3: DEVELOP A PUBLIC EDUCATION ABOUT THE HOMELESS SYSTEM OF CARE

3.3.a: Undertake a community-wide engagement campaign that includes landlords, people recently housed, the business community, and other leaders to dispel common myths about homelessness and celebrate progress of the community's efforts to reduce and end homelessness.

    3.3.a.i: Outreach and involve philanthropy, service organizations, and the faith-based community in supporting engagement campaigns.

3.3.b: Include introductory information about homelessness when collecting community feedback, hosting townhalls, holding hearings, or having large meetings related to homelessness.

STRATEGY 3.4: IMPROVE COMMUNICATION, COORDINATION, AND TRANSPARENCY OF THE CoC

3.4.a: Create a new and accessible standalone CoC website that is separate from the City of Norman's website, which provides information regarding success stories, challenges, key policy decisions, funding allocations, announcements of new staff, available resources, housing opportunities, etc.

    3.4.a.i: Create a publicly facing dashboard that shows progress towards identified goals (i.e., services offered, people assisted, or people placed into housing).

    3.4.a.ii: Prominently display a link to the CoC website on the Cities of Norman and Moore websites, at the public library, on the Cleveland County website, on all stakeholder partner websites, and other public places frequently visited by individuals experiencing homelessness. Provide mobile friendly and printed materials with QR codes on all documents.

3.4.b: Create additional formal mechanisms to provide transparent information about the CoC to the broader community and require agencies to contribute timely and relevant information to the efforts.

3.4.c: Provide additional opportunities for facilitated conversations with the staff of the Cities of Norman, Moore, Cleveland County and CoC leadership, and members of the community as they seek to work together in an actionable way to implement the Action Plan.

STRATEGY 3.5: COMMIT TO ROBUST DATA COLLECTION

ACTION STEPS:

3.5.a: Revise data quality standards and develop a more robust, clear, and transparent CoC "Data Quality Plan" that establishes expectations for both the community and end-users.

    3.5.a.i: Develop data quality benchmarks. The Data Committee should incorporate into the CoC's own detailed manual baseline benchmarks and provide regular updates to each HMIS-participating agency.

    3.5.a.ii: Once the Data Quality Plan has been drafted and adopted with benchmarks and timelines, the CoC should implement appropriate incentives and establish a monitoring structure.

    3.5.a.iii: Review data entry and data quality requirements for HMIS- participating homeless service providers to improve local understanding of the scope of chronic homelessness in Cleveland County.

3.5.b: Revitalize the CoC's Data Committee with a clear mandate and expectations; including to monitor Homeless Management Information System (HMIS) data quality, expand HMIS bed coverage, oversee ISOK's regular efforts, review and revise HMIS Policies and Procedures as necessary, etc.

    3.5.b.i: Produce aggregate data reports, at least quarterly, which can provide public information about the numbers of people being served by the homeless system of care and/or placed in stable housing.

    3.5.b.ii: Review data entry and data quality requirements for the HMIS-participating homeless service providers to improve local understanding of the scope of chronic homelessness in Cleveland County.

3.5.c: Reevaluate Point-in-Time (PIT) count methodology, especially with respect to the chronic homeless status of residents in emergency shelters and unsheltered situations.

3.5.d: Evaluate, track, and implement training and program modifications to address any disparities in system access and service provision for special subpopulations.

3.5.e: Establish a monitoring protocol, including a field in HMIS to identify households who fall into homelessness for the first time or who return to homelessness, and to track impact of interventions.

3.5.f: Seek out additional resources for HMIS to subsidize license costs and consider a program to sponsor agencies based on need to make HMIS participation more financially accessible to a diverse range of stakeholders. Consider requiring organizations that want to place their clients in housing to participate in HMIS if a subsidy is available.

GOAL THREE METRICS: Mobilize the Citywide Response to Prevent and End Homelessness

Short-Term 6 moths to 1 year	Medium-Term 1 to 3 years	Longer-Term 3 to 5 years
Metric 3.1: The CoC will have a stand-alone webpage no later than June 2022. **Metric 3.2:** The CoC will launch its first outreach initiative that provides information and resources to people at risk or experiencing homelessness by December 2022. **Metric 3.3**: The CoC's Data Committee has been reconvened and has made public at least one aggregate report by June 2022.	**Metric 3.4**: Launch a robust homelessness diversion effort no later than September 2023. **Metric 3.5**: A new Data Quality plan is approved and in place, with training and education available by December 2022. **Metric 3.6:** All agencies working with the CoC are fully participating in HMIS, including those that need subsidization, no later than March 2023.	

Goal 1: Secure a Housing Future for All Norman Residents

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 1.1: Assess and use available public and private land for housing	**Short-Term** 1.1.a: Conduct a Housing Market Analysis and Affordability Strategy for the County and the Cities of Moore and Noble. 1.1.b: Evaluate the feasibility and next steps for immediate development of rent-controlled apartment buildings, multi-family housing units, and in-law units, as well as non-traditional options such as repurposed motels/hotels and/or Accessory Dwelling Units (ADUs). **Medium-Term** 1.1.d: Prioritize the development of single-room occupancy (SROs) buildings, which provide non-congregate, small furnished single rooms within multi-tenant buildings for residents with low- or minimal income who may be transitioning out of long-term homelessness. **Long-Term** 1.1.c: Establish a five-year Countywide Housing Development Pipeline that identifies an achievable path to establish new housing for unsheltered populations, people exiting mental and criminal institutions, and other underserved populations. 1.1.c.i: Conduct an inventory of unused, underutilized, and available properties to determine what may be available for additional affordable housing units throughout both the City of Norman and Cleveland County. 1.1.c.ii: Identify the most suitable sites for rehabilitation or development of affordable permanent housing in both the City of Norman and in Cleveland County. 1.1.c.iii: Initiate planning to aggressively expedite development and offer other incentives specifically for permanent supportive housing (PSH).			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
	1.1.c.iv: Locate or create a development in Oklahoma green zones to provide independent housing for people with criminal convictions.			

Activity	Steps (\$ → \$\$\$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 1.2: Protect and expand affordable housing through local policy	**Short-Term** 1.2.c: Develop "Moving On" policies within the Norman Housing Authority (NHA) that prioritize Housing Choice Vouchers for people in permanent supportive housing (PSH) in order to provide an affordable housing option and short-term services and resources that support program participants during and shortly after their move to a greater level of independence. **Medium-Term** 1.2.a: Adopt policies at the municipal and county levels that require set asides for *all* new development, dedicating a certain proportion or number of units within each new development for very low-income (VLI) and extremely low-income (ELI) households. 1.2.b: Revise City and/or County policies to expand and streamline, by-right, a wide variety of resources, services, and housing for people experiencing homelessness. 1.2.d: Create local policies that incentivize absent landlords to sell or develop properties (e.g., residential vacancy tax or other similar efforts, including county-level approaches).			

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 1.3: Develop Greater Access to Affordable Housing Through a Coordinated Landlord Engagement Campaign	**Short-Term** 1.3.a: Establish a county-wide landlord engagement strategy that includes year-round staffing support to educate the general public, recruit landlords, engage in outreach to property managers, and develop materials to explain the advantages for landlords to work with the CoC and local housing programs. Develop specific strategies to connect with landlords who may not live in the city or county. 1.3.b: Address barriers that make it difficult for tenants to obtain affordable housing by creating client portfolios that include letters of support from community members who know the client or by adding information about the client's background and the steps they have taken to improve their housing stability. Provide people help with criminal record expungement, credit repair, and eviction expungement, if needed. Provide opportunities for potential tenants to meet landlords one-on-one to create personal connections. **Long-Term** 1.3.c: Establish a landlord risk mitigation fund that provides compensation to landlords to mitigate any damage caused by tenants. Develop a formalized protocol that creates standards for responding to landlords seeking mitigation assistance. 1.3.d: Create financial incentives for landlords renting to voucher holders, including bonuses for new and/or returning landlords.			

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 1.4: Expand Housing Through the Coordinated Assistance Program	**Short-Term** 1.4.a: Expand the highly successful coordinated efforts to assist people experiencing homelessness to obtain identification documents and connect them to public benefits by holding community events more frequently than once per quarter. 1.4.a.i: Strengthen access to resources to support households with criminal and eviction expungement, credit assistance, and document readiness to ensure they can use available housing subsidies. 1.4.c: Expand rental assistance programs to cover application fees and assistance with security deposits and move-in costs to help ensure vouchers are utilized equitably. 1.4.c.i: Increase the availability and amount of flexible funds that support homeless and at-risk households through both one-time and short-term, recurring financial assistance to solve acute housing crises and emergencies 1.4.e: Expand intensive case management supports for formerly homeless individuals with high needs who are already housed. **Long-Term** 1.4.b: Create a countywide housing navigator program tasked with meeting in-person with individuals and families experiencing homelessness. Provide trauma-informed care and motivation interviewing training to all housing navigators. 1.4.d: Develop a shared housing program that can increase the housing available to single adults through 2- and 3-bedroom homes for individuals exiting homelessness by coordinating across programs.			

Goal 2: Increase Access to Homeless Emergency Response Services

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 2.1: Increase Low-Barrier, Housing-Focused Shelter	**Short-Term** 2.1.b: Provide additional support to participants who exit shelters to permanent housing through proactive case management and best practice strategies, such as motivational interviewing, trauma-informed care, and housing-focused case management and planning. 2.1.c: Provide optional wrap-around services and connections to key resources at all overnight and day shelters. 2.1.d: Reduce existing barriers to entry in already existing shelters and other housing programs whenever possible. 2.1.d.i: Enact admission policies for all shelters that screen-in rather than screen-out potential participants who face the greatest barriers to housing. 2.1.d.ii: Enact minimal rules and restrictions that focus on behavioral expectations to help ensure client and staff safety – few rules, not "no rules." 2.1.d.iii: Provide accommodations that welcome partners, pets, and possessions so that people do not face a choice of housing or separation. **Medium-Term** 2.1.a: Establish at least one permanent year-round, low-barrier housing-focused shelter with day and night services.			

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source

Strategy 2.2: Expand Street and Encampment Outreach Including Treatment for Mental Health and Substance Use Disorders	**Short-Term**
	
	2.2.c: Expand capacity and support of existing outreach teams.
	    2.2.c.i: Ensure existing outreach teams offer access to housing-focused case management, public benefits, and other critical housing-focused resources.
	    2.2.c.ii: Ensure street outreach staff are engaged with and participating in Coordinated Entry (CE), the Homeless Management Information System (HMIS).
	
	Medium-Term
	
	2.2.a: Create a coordinated, county-wide street and encampment outreach team that includes staff from a mix of different disciplines, including street medicine, social work, nursing, behavioral health, and housing navigation.
	2.2.b: Purchase and equip a mobile outreach van program that can offer medical, behavioral health, and housing navigation services.
	
	Long-Term
	
	2.2.d: Develop a peer support program as part of an interdisciplinary approach that trains and uses peers with lived experience of homelessness for street outreach and system navigation.			

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 2.3: Expand Supportive Services and Housing-Focused Case Management	**Short-Term** 2.3.a: Provider ongoing training and education opportunities to all community partners and their staff (current and new) on housing-focused approaches and best practices to connect people to housing and services. **Medium-Term** 2.3.b: Ensure staff trained on housing-focused approaches and housing navigation are available night and day at crisis shelters, health centers, and day centers. 2.3.c: Strengthen partnerships and coordination with mainstream agencies such as legal aid, credit repair services, public benefits advocacy and appeals (Medicaid, SNAP, TANF, SSI/SSDI), workforce development, etc. 2.3.d: Evaluate and revise salaries and benefits for case managers to ensure that the CoC can recruit and retain qualified staff.			

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source

Strategy 2.4: Improve Transportation To Employment, Services, And Shelter	**Short-Term**
	2.4.b: Work with health care providers to enable transportation to and from medical appointments.
	Medium-Term
	2.4.a: Develop a comprehensive transportation strategy in partnership with local transit authorities that considers the transportation needs of people experiencing homelessness.
	    2.4.a.i: Provide visible, easily accessible information about transit schedules that does not require a smart phone or access to the internet.
	    2.4.a.ii: Create a program/expand existing programs that provide(s) discounted or free transit passes to people experiencing homelessness.
	    2.4.a.iii: Set up and identify locations where personal belongings may be stored and where pets and service animals may be cared for while individuals access services and resources.
	2.4.c: Develop a subsidized ridesharing program or creating a van service for individuals experiencing homelessness/recently housed.			

Goal 3: Mobilize The Citywide Response To Prevent And End Homelessness

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 3.1: Expand Coordinated Prevention and Diversion Assistance	**Short-Term** 3.1.b: Review current rental assistance programs' eligibility and protocols and revise policies to ensure that all households eligible for rental assistance receive help. 3.1.c: Establish a monitoring protocol, including a field in HMIS to identify households who fall into homelessness for the first time, and to track impact of interventions. **Medium-Term** 3.1.a: Establish a coordinated homelessness prevention and problem-solving (homelessness diversion) system to help people at high risk of homelessness remain housed. 3.1.a.i: Provide regular training for all stakeholder partners in problem-solving techniques, motivational interviewing, and include staff from all access and outreach points in training opportunities. 3.1.a.ii: Identify a cohort of staff who focus on problem-solving with people before they enter the homeless system of care. 3.1.1.iii: Leverage prevention and diversion programs to allow the system to reserve limited beds in shelter and housing programs for those that need additional support to regain housing.			

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 3.2: Provide Information and Engagement Opportunities to People with Lived Experience of Homelessness	**Short-Term** 3.2.b: Develop resource materials and educational information that can be available online and distributed at the public library, at transportation sites, and other places where people experiencing homelessness or at risk of homelessness can learn more about the variety of organizations and services in the community, including the name, location, and hours of operation for shelters, day services, food, etc. **Medium-Term** 3.2.a: Establish a lived experience advisory board, comprised of people currently experiencing homelessness or with recent lived experience who can provide feedback to the CoC and be involved in policymaking and allocations processes within the CoC.			

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 3.3: Develop a Public Education About the Homeless System Of Care	**Short-Term** 3.3.a: Undertake a community-wide engagement campaign that includes landlords, people recently housed, the business community, and other leaders to dispel common myths about homelessness and celebrate progress of the community's efforts to reduce and end homelessness. 3.3.a.i: Outreach and involve philanthropy, service organizations, and the faith-based community in supporting engagement campaigns. 3.3.b: Include introductory information about homelessness when collecting community feedback, hosting townhalls, holding hearings, or having large meetings related to homelessness.			

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 3.4: Improve Communication, Coordination, and transparency of the CoC	**Short-Term** 3.4.a: Create a new and accessible CoC website that is separate from the City of Norman's website, which provides information regarding success stories, challenges, key policy decisions, funding allocations, announcements of new staff, available resources, housing opportunities, and etc. 3.4.a.i: Create a publicly facing dashboard that shows progress towards identified goals (i.e., services offered, people assisted, or people placed into housing). 3.4.a.ii: Prominently display a link to the CoC website on the City of Norman website, at the public library, on the Cleveland County website, on all stakeholder partner websites, and other public places frequently visited by individuals experiencing homelessness. 3.4.c: Provide additional opportunities for facilitated conversations with the staff of the City of Norman, CoC leadership, and members of the community as they seek to work together in an actionable way to implement the Action Plan. **Medium-Term** 3.4.b: Create additional formal mechanisms to provide transparent information about the CoC to the broader community and require agencies to contribute timely and relevant information to the efforts.			

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
Strategy 3.5: Commit to Robust Data Collection	**Short-Term** 3.5.b: Revitalize the CoC's Data Committee with a clear mandate and expectations; including to monitor Homeless Management Information System (HMIS) data quality, expand HMIS bed coverage, oversee ISOK's regular efforts, review and revise HMIS Policies and Procedures as necessary, etc. 3.5.b.i: Produce aggregate data reports, at least quarterly, which can provide public information about the numbers of people being served by the homeless system of care and/or placed in stable housing. 3.5.b.ii: Review data entry and data quality requirements for the Homeless Management Information System (HMIS) participating homeless service providers to improve local understanding of the scope of chronic homelessness in Cleveland County. 3.5.c: Reevaluate Point-in-Time (PIT) count methodology, especially with respect to the chronic homeless status of residents in emergency shelters and unsheltered situations. 3.5.e: Establish a monitoring protocol, including a field in HMIS to identify households who fall into homelessness for the first time or who return to homelessness, and to track impact of interventions. **Medium-Term** 3.5.a: Revise data quality standards and develop a more robust, clear, and transparent CoC "Data Quality Plan" that establishes expectations for both the community and end-users. 3.5.a.i: Develop data quality benchmarks. The Data Committee should incorporate into the CoC's own detailed manual baseline benchmarks and provide regular updates to each HMIS-participating agency. 3.5.a.ii: Once the Data Quality Plan has been drafted and adopted with benchmarks and timelines, the CoC should implement appropriate incentives and establish a monitoring structure.			

Activity	Steps ($ → $$$ scale indicates initial cost from low to high)	Responsible Parties	Stakeholders	Funding Source
	3.5.a.iii: Review data entry and data quality requirements for HMIS-participating homeless service providers to improve local understanding of the scope of chronic homelessness in Cleveland County. 3.5.d: Evaluate, track, and implement training and program modifications to address any disparities in system access and service provision for special subpopulations. 3.5.f: Seek out additional resources for HMIS to subsidize license costs and consider a program to sponsor agencies based on need to make HMIS participation more financially accessible to a diverse range of stakeholders. Consider requiring organizations that want to place their clients in housing to participate in HMIS if a subsidy is available.			